

ANNUAL REPORT 2011

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WHO ARE WE

Mission and vision

Analytica is a non-profit independent institution dedicated to helping individuals and institutions with the aim to foster lasting improvement in the democracy and governance in Macedonia, the region of South Eastern Europe and wider in the European Union.

It is a unique institution - public policy research organization and a "think tank". It draws solutions to contemporary problems from the ideas, principles and traditions that make Macedonia such an important historical and geopolitical place. It is dedicated to promoting greater cooperation and understanding among the people in Macedonia, the region of South Eastern Europe and the EU.

Analytica does this by supporting individuals and institutions working on these issues, by convening leaders to discuss the most pressing themes, and by examining ways in which cooperation can address a variety of national, regional and European policy challenges.

Analytica benefits in its work from diversity at all levels of its operation. We are proud of our broad base of supporters among the various layers of our society starting from the citizens themselves. Analytica values those who understand and share its commitment to tolerance, dialogue, diversity and joint living and it believes that the way to achieving all this is through establishing permanent dialogue and embracing diversity.

Analytica's value is rooted in the local tradition of philanthropy in Macedonia and elsewhere in Europe. Its most important niche is that it channelizes and institutionalizes this philanthropic tradition for the promotion and achievement of the strategic goals of Macedonia and other countries in the region in the integration to the Euro-Atlantic structures and in the promotion of the European citizenship in the Western Balkans.

Analytica believes that ideas have consequences, but that those ideas must be promoted aggressively. So, it constantly tries to find ways to support those ideas. Its vision is to build a Macedonia and South Eastern Europe within the EU where freedom, the sense of joint belonging, opportunity, prosperity and civil society flourish.

Team

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Veli KRECI, PhD - Founding Member

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Rapid Reaction Forces

Rapid Reaction Forces (RRF) is a cross-sectional unit of Analytica that looks into urgent matters and issues that affect the politics, economy and society of Macedonia and the region of South-eastern Europe. The RRF is consisted of experts and researchers in various fields related to *Analytica's* research programmes. Members of the RRF unit assist *Analytica*, through their expertise, research and insights on a topic, whenever an issue emerges that requires immediate response and reaction.

(If you wish to join the RRF unit of Analytica, please contact us at: info@analyticamk.org).

Research Programmes

Foreign and Security Policy programme



Encompasses the activities of Analytica which deal with contemporary security issues from a traditional and non-traditional standpoint and looks into the issue of governance as an emerging phenomenon in the relationship between governing institutions and citizens. Building on the extensive work of the Analytica community on this issue, the security and foreign policy program attempts to bridge differences between the concepts of security and governance and to examine the contemporary security and political challenges from the aspects of both concepts. The aim is to develop more effective, empirical, field-based strategies for major security and governance programs.

EU approximation and Integration Advocacy programme



Integration into EU structures is a transformational source for Macedonia and in the wider context of Southeast Europe as well as it is a major issue that shapes the reform agenda in the Western Balkan countries. The process of EU approximation entails numerous in-depth reforms of various sectors such as the economy, youth, administration, the judiciary as well as legislative harmonization. Analytica intends to contribute to the overall success of the EU approximation process by providing necessary tools, recommendations, analyses and concrete steps such as active lobbying for the integration home and abroad and taking up active role in promoting European citizenship in the country. New resources can also help the policy-makers, experts and others who are working on the issue of European integration and Western Balkans to master new knowledge that can be useful in their work towards

the European integration of Macedonia and other countries of the Western Balkans. Access to relevant information can provide both the EU and the Macedonian audience with new information and tools which can be applied in everyday life and contribute to an improved image of Macedonia.

Energy and Infrastructure programme



By signing the Energy Community Treaty, Macedonia and the contracting parties from the region have turned another page in energy history. The new energy reforms demand investments in the energy sector, increasing energy efficiency and renewable sources of energy. Analytica closely follows and analysis the developments of the regional, national and local energy policies. By conducting policy research, we draft medium and long-term recommendations for the challenges in the energy sector to the respective stakeholders, contribute to energy implementation and initiate energy debate in the country and the region.

Public Policy Analysis and Administration programme



Produces analysis and reports that enhance policy and administrative capacities by providing effective solutions to policy issues and challenges in the area of public administration reform. Building up on the basis of previous research in related areas (decentralization and EU integration) and prompted by the importance of the process of public administration reform for good governance, Analytica conducts research, identifies problems and devises solutions for better policy - making process and public administration.

WHAT WE DO

Reports and Briefs

In 2011 Analytica published 6 reports and 1 brief under the four different programmes. Additional 1 context analysis paper, 1 handbook, 1 advocacy report and 1 study paper were published under 4 different projects.

*EU Approximation and Integration Advocacy***Emergence of regional leader in the Western Balkans – the case of Serbia and the implications for Macedonia**

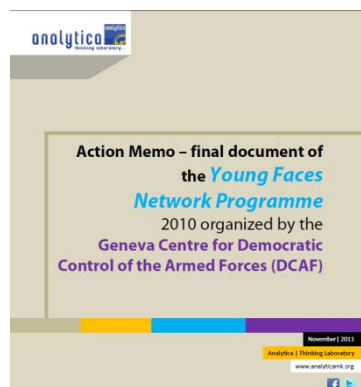
This policy report talks about Serbia and its position in the Western Balkans, as well as the implications it can have on Macedonia. The dilemma that tries to answer is: does the country have what it takes to reemerge as a regional leader and guide the region towards a successful regional and EU integration? Can Serbia put behind its past and emerge stronger and wiser? Can the nationalism that still prevails among its population be channeled and directed towards a better future for the country? Lot of questions and dilemmas at the beginning of the second decade of this century remain circling around the Balkan's biggest and many times most troubled country, which this report tackles in its analysis.

Follow up – Macedonia and EU Funds – Guidelines for Civil Society Organizations & Expectations for the Future

In this policy report the focus is on the financing that the EU provides for Macedonia in the shape of IPA and other instruments and the role that the civil society organizations (CSOs) play in the redistribution and spending of the funds. This has come up as a hot topic due to the shrinking of the other available funds in the civic sphere or acting and due to the low usage or smaller distribution of the EU funds to larger number of CSOs throughout the country. Therefore the report tried to answer the questions about the alternatives CSOs can and should pursue in order to

expand their possibilities of funding. Following that, at the end the report presented recommendations for the CSOs regarding the EU's funding opportunities.

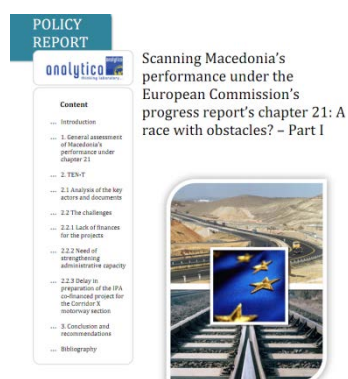
Action Memo – final document of the Young Faces Network Programme 2010 organized by the Geneva Centre for Democratic Control of the Armed Forces (DCAF)



This is a brief written as part of the Young Faces Network Programme in 2010. It deals with the challenges Macedonia faces in the decision-making process on participation CSDP i.e. peace support missions under the EU as a candidate member country. It is written as an action memo addressed to the Chairperson of the Committee on Defence and Security in the Assembly of the Republic of Macedonia.

Energy and Infrastructure

Scanning Macedonia's performance under the European Commission's progress report's chapter 21: A race with obstacles? – Part I



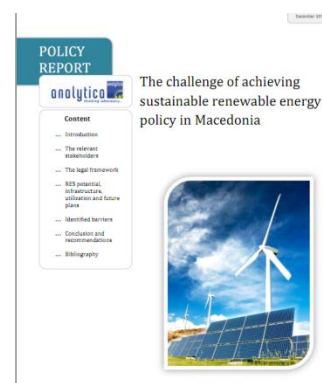
The aim of this policy report is to analyze the challenges which the country faces in implementing the acquis under chapter 21 (Trans-European networks) and especially focused on the developments under the first component of the Trans-European networks – the transport networks. After briefly assessing the overall performance under this chapter over the years, the policy report presented the obstacles to achieving solid progress under the transport networks and listed recommendations for the respective stakeholders.

Scanning Macedonia's performance under the European Commission's Progress Report's Chapter 21: A race with obstacles? – Part II



The second part of the policy report dealing with chapter 21 continued assessing Macedonia's performance under the rest of the components of the chapter, namely the energy and telecommunication networks. After presenting the relevant stakeholders and legal framework, by focusing on the electricity and gas network as well the telecommunication network, it discussed the pressing challenges. This policy report concluded with a set of recommendations that would contribute to better performance under this chapter.

The challenge of achieving sustainable renewable energy policy in Macedonia



This policy report aimed to analyze the situation of renewable policy in Macedonia towards its sustainability and to map all policy, legal, financial, administrative and information obstacles. Special focus is put on the rethinking of the feed-in tariff policy, the possible financial and administrative incentives for more investment in the renewable sector as well as the necessity of focusing more on the utilization of the solar and biomass potential. The report resulted with recommendations entailing policies which need to be implemented in order to have sustainable renewable energy policy in the

country.

Public Policy Analysis and Administration

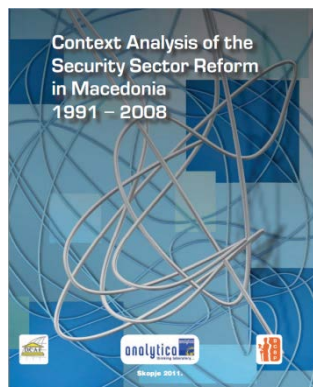
Politicization in the Macedonian Public Administration



The main focus of this policy report is as stated in the title the rampant politicization of the public administration in Macedonia. It starts with definition and analysis of the genesis of the problem, it describes the politicization in practice, explains how the Ohrid Framework Agreement contributes to this overall problem, gives the legal framework for dealing with this problem, as well as a positive example from the region that Macedonia can follow in dealing with the issue. At the end it gives several recommendations to the stakeholders.

Mapping and Monitoring Security Sector Reform in the Western Balkans

Context Analysis of the Security Sector Reform in Macedonia 1991-2008



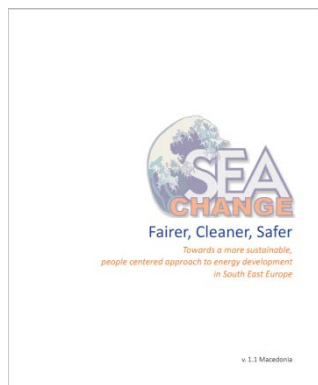
This paper looks at the general political and security sector context in the last two decades since Macedonian independence, and traces the major trends and events that shaped the political developments and progress with security sector reforms in post-communist Macedonia. For the purpose of this paper, the analysis of the post-communist transition period is divided in three parts, corresponding to the three periods on which we divided the context since 1991, for the sake of greater clarity and analytical coherence. For each of these three periods, we conducted an analysis of major political developments as well as institutional change. Based on this analysis, each period is qualified as characterised by a specific nature, whether post-authoritarian, conflict, post-conflict, or integrationist. In the Annex attached to this paper, a short overview of the key political actors and their role in the security sector reforms and the political transition in Macedonia is offered

Changing the Habits – How to Get to an Energy Efficient Municipality

Handbook Changing the Habits – How to Get to an Energy Efficient Municipality

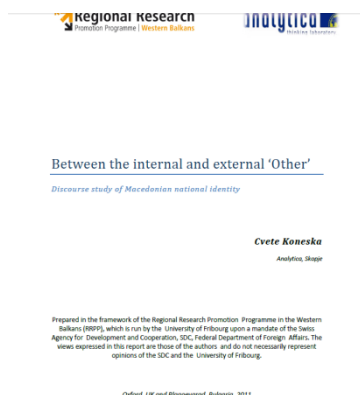


The Handbook was part of the project *Changing the Habits – How to Get to an Energy Efficient Municipality* and targets the civil servants in the municipalities in Macedonia working in the energy area. It is consisted of three parts. They explain what the idea behind it was, several practical tips about energy efficiency for the municipalities as well as all the possibilities for cooperation and funding for energy efficiency projects on municipal level are. The handbook is published in Macedonian and in Albanian language. This handbook had the aim of raising awareness among the civil servants in the municipalities as well as to educate them on energy project management, the fundraising possibilities for such projects, steps in preparing energy strategies and plants etc. It was drafted as an answer to the growing differences between the municipalities in implementing energy policies at local level and their common obstacles to drafting and implementing energy strategies and programs – the lack of time, finances and human capital.

*Synergies for Energy Awareness Change***Fairer, Cleaner, Safer: Towards a more sustainable, people centered approach to energy development in South East Europe.**

The study published as 'Fairer, Cleaner, Safer' gives a comprehensive analysis of the energy situation in South East Europe and recommendations for the future. The publication discusses the main energy and environment problems in the region, highlighting variations and different levels of progress in the region which, authors believe, should be used as an opportunity for cooperation and regional advancement. In the context of those challenges, the publication 'Fairer, Cleaner, Safer' also offers a vision of how energy development in the region could be far more sustainable and in which people and communities

are empowered and positioned as agents of change and valued contributors to energy solutions.

*Between the internal and external 'other': de-constructing Macedonian national identity***Between the internal and external 'other': discourse study of Macedonian national identity**

This paper is written as part of the project “Between the internal and external ‘Other’: Macedonian national identity” that *Analytica* implemented between February 2010 and June 2011. The project is supported and funded by the Regional Research Promotion Programme - Western Balkans (RRPP) by the University of Fribourg and the Swiss Agency for Development and Cooperation (SDC).

This paper looks beyond the various mainstream manifestations of national identity in politics, to the processes of construction and reconstruction of national identity, which the bulk of the literature rarely problematizes in its analysis assuming their historically rooted and relatively stable nature. In line with the major philosophical principles underlying discourse theory, as drawn from the works of Foucault, Derrida, Levinas, this paper aims to expose the mechanisms at work in the construction of national identity and point to their political and contingent nature. Drawing on works of E. Laclau, C. Mouffe, D. Howarth, and others who have operationalized the philosophical tenets of discourse theory into a coherent epistemological frame – poststructuralist discourse analysis, and applied it to political phenomena, this paper takes up the case of Macedonian national identity and examines it through discourse theory perspective.

Newsletters

In order to give fresh ideas for contemporary issues Analytica is publishing a monthly Newsletter. In 2011 the following issues were addressed in our Newsletter:

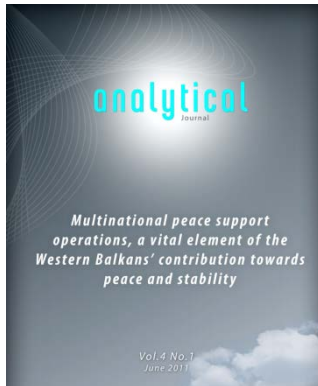
- January 2011 - Can EFTA/EEA membership become a medium term solution for Macedonia?
- February 2011 - Public Administration Reform and EU Integration.
- March 2011 - More Questions, No More Dichotomies: the Arab World and the Storms of Change.
- April 2011 - Another risky year: the world economy's domino effect over Macedonia.
- May 2011 - The gasification of Macedonia – the worst energy policy or a future success-story?
- June 2011 - 10 years from the conflict – negative and positive sides of the implementation of the Ohrid Framework Agreement.
- July 2011 - Syntagma Vs Parliament: an ongoing battle for the Greek crisis.
- August 2011 - The State and the Civil Society in Macedonia – friends of convenience?
- September 2011 - 20 Years of Macedonian Independence – 20 years of political division.
- October 2011 - Political meaning of numbers – the population census of 2011 in the Republic of Macedonia.
- November 2011 - 2011 European Commission Progress Reports: What's the score for the Western Balkans?
- December 2011 - The Illusion of Diplomatic Victory: ICJ Rules against Greece in Macedonia's Bid to Join NATO.

E-journal

Analytical is a journal published by Analytica, which is focused on studying and analyzing the recent and ongoing socio - political and economic developments in the Western Balkans and the wider region. The journal includes contributions - articles, opinions, comments - that approach the subject area - countries of the Western Balkans - from various perspectives: political, IR, economic, historical, sociological, educational, etc. After six successful editions of ANALYTICAL in 2008, 2009 and 2010, Analytica is happy to announce the forth volume of our E - Journal. Continuing with the good practice of targeting important and ongoing issues, the seventh and eighth edition of ANALYTICAL are dedicated to Multinational Peace Support Operations and the Western Balkans and to the EU and its Neighbors.

Year4 – Volume4 No.1

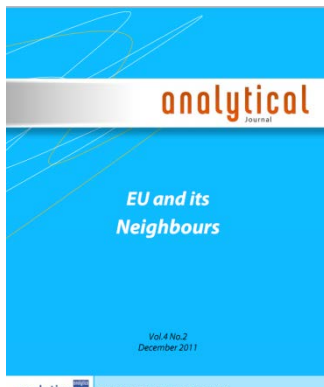
Multinational peace support operations, a vital element of the Western Balkans' contribution towards peace and stability



The seventh edition of the journal ANALYTICAL reflects the intensified discourse among the political elites in the Western Balkans and officials from the prominent international organizations such as the EU and NATO describing the Balkans as “security exporter”. The authors of this edition of Analytical tackle the post 90s integration processes and more precisely focus on participation into multinational operations as an element which portrays a new image of the region as stable, consolidated and ready to play an important role into the world.

Year4 – Volume4 No.2

EU and its Neighbors



In the eighth edition of the Journal ANALYTICAL the authors’ arguments range from the positive and negative sides of the Mediterranean Union, the possible future of that Union, the Western Balkans and its EU and non-EU future, and in particular the cases of Bosnia and Herzegovina and Macedonia, and where they stand in their relations with the EU and their neighbors as well.

INSTITUTIONAL DEVELOPMENT

Internship Programme

In 2011 Analytica continued its Internship Programme and hosted eight research interns from Macedonia and abroad, all of which were residential. They had diverse backgrounds: in law, political science, sociology, European studies, migration studies, economic studies and human rights and came from Macedonia, Turkey, Romania, Greece and Croatia. The interns' research was diverse and included the visa liberalization process in Macedonia, the dialogue with the civil society in the country, the Macedonian Roma policy, the Balkan "Visegrad-like" cooperation, the Macedonian readiness to combat cyber security threats, the Macedonia's relations with IMF as well as the rethinking of the European Neighborhood Policy.

Analytica's interns through the two and a half month stay in Analytica's office had the possibility to gain practical skills while working in a think tank, to be trained in preparing policy papers as well as to contribute to Analytica's work. Apart from research, Analytica's interns had the chance to discover Macedonia and the region, establish contacts with Macedonian institutions and think-tanks and most of them remained in contact with us.

More information about the internship program and the selection process can be found on the following link:

http://analyticamk.org/index.php?option=com_content&view=article&id=131&Itemid=170



Analytica is glad to present the issue of the Interns' Yearbook for 2011 containing seven policy papers which the interns have prepared during their stay in Analytica. Analytica's team is convinced that the research papers tackled important topics for Macedonia and the region in 2011 and that they contain interesting views and conclusions.

Projects

Mapping and Monitoring Security Sector Reform in the Western Balkans

The Royal Ministry of Foreign Affairs of Norway, Belgrade Centre for Security Policy (BCSP), the Democratic Control of Armed Forces (DCAF)



Analytica in cooperation with the Belgrade Centre for Security Policy (BCSP), the Democratic Control of Armed Forces (DCAF) and five other think tanks from the Western Balkans continued in 2011 with the implementation of the “Mapping and monitoring the security sector reforms in the Western Balkans” project.

The project aims:

- to foster the capacity and knowledge of the civil society in overseeing national security processes through the development of national SSR mapping and through monitoring projects in the Western Balkans;
- and to promote cooperation between regional civil society actors and improve regional transparency of SSR processes in neighboring countries.

Planned for three years 2009-2011, this project is funded by the Royal Ministry of Foreign Affairs of Norway. In 2011 Analytica worked on range of Security Sector Relevant issues all tackling: good oversight and governance practices and transparency of the security sector actors. As a result a publication called: Context Analysis of the Security Sector Reform in Macedonia 1991-2008 was published in April 2011. Moreover in the second half of 2011, Analytica has successfully managed to finish a chapter for the “Mapping and Monitoring of Security Sector Reforms in the Western Balkans, case study Macedonia” Almanac (final publication) as part of this project. The Almanac will be published in the spring 2012.

Analytica’s researchers working on this project attended four workshops in Ohrid, Tirana, Brussels and Sarajevo in order to communicate their products with the colleagues from the region and get an additional expertise for developing better research products.

Apart from the workshops the team members working on the project have presented the findings of the Context Analysis of the Security Sector Reform in Macedonia 1991-2008 and the

Mapping and Monitoring of Security Sector Reforms in the Western Balkans in front of audience from Brussels, Sarajevo and Skopje.

The six local partner organisations involved in the project are: the Centre for Democracy and Human Rights (CEDEM), Podgorica; the Centre for Security Studies (CSS) Sarajevo; the Institute for Democracy and Mediation (IDM), Tirana; the Institute for International Relations (IMO), Zagreb; and the Kosovo Centre for Security Studies (KCSS), Pristina and the Belgrade Centre for Security Policy (BCSP), Belgrade.

Security Transitions in the Western Balkans - From Conflict Zone to Security Community?



The last decade has seen a positive change in regional and national politics in the Western Balkans: from a conflict-ridden region threatening the wider European peace and security area, the Western Balkans has witnessed increasing regional cooperation and efforts at joining Euro-Atlantic institutions. Is this a sustainable trend? Are these transitions likely to continue? What are the drivers and obstacles for these processes?

Analytica together with the Norwegian Institute of International Affairs (NUPI), the Belgrade Center for Security Policy (BCSP) and five other think tanks from the Western Balkans examine these strategic priorities, by studying how the processes of democracy- and institution- building and regional cooperation contribute to the region's transformation from a conflict zone towards a security community.

In 2011 Andreja Bogdanovski (Security Research Fellow) together with representatives from the other think tanks involved in the project spent two weeks in NUPI's HQ where altogether worked on creating a research plan. Analytica's team decided to concentrate and work on the Police force as a security actor which increasingly expands its regional activities portfolio. Based on this Analytica's team produced a Literature Review in order to map and discuss the available literature on the causes, mechanisms and practices, and effects of regional cooperation in security among the Western Balkans states.

The project is financed by the Norwegian Research Council and lasts until the end of 2013.

Strengthening Intelligence Oversight in Transition States in an Era of Counter-Terrorism - Macedonia case study



In cooperation with the Democratic Control of Armed Forces (DCAF) from Geneva, Analytica in 2011 worked on preparing a policy study that aims to provide a critical overview of the legal and institutional framework for intelligence and intelligence oversight. Moreover, it looks into whether the intelligence and the security services are governed in a way that promotes accountability, transparency and respect for the rule of law and human rights. This policy study is part of DCAF's wider project aimed at strengthening the oversight of intelligence and security services in the Western Balkans. The case of Macedonia will be pre-

sented in a forthcoming edited volume: Hans Born, Miroslav Hadžić and Aidan Wills (eds), *Intelligence Governance in the Western Balkans* (forthcoming).

Conference on the security developments in Macedonia and the wider region of the Western Balkans



Macedonian progress towards EU and NATO membership requires increased awareness and perception of the Macedonian public regarding the obligations that derive from country's membership in these two organisations. More specifically, once the country is part of these clubs it needs to align and take a proactive approach in questions related to (among other things) security, defence and foreign affairs.

Macedonia already has a considerable experience in taking part of joint EU/NATO led operations and aligning itself to already agreed joint positions. Still, this kind of involvement requires better informed public, together with a more effective scrutiny by the bodies dealing with this subject.

In order to address this question Analytica together with the Konrad Adenauer Foundation Office from Skopje in 2011 organized a conference which aimed to increase the general knowledge and information about the current challenges and developments of these security structures together with the adjustments the country needs to do in order to fully participate in these policies as a fully fledged member state. The name of the conference was "Regional Secu-

rity Dynamic in the Western Balkans” and was held on the 17th of November 2011. More details about the conference will follow in the part about organized events.

Between the internal and external ‘other’: de-constructing Macedonian national identity

From February 2010 Analytica is a partner in the [Regional Research Promotion Program \(RRPP\)](#) established with the aim to advance research in the social sciences in the Western Balkans countries Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia. This partnership programme was created through a wide consultation process involving well-respected researchers and research institutions from the region, Switzerland and other European countries.

Analytica implemented the research project aiming to examine the dynamics of national identity (re)construction in Macedonia. As the name-dispute with neighbouring Greece intensified, discussions over the name, language and national identity (re)surfaced and all but dominate the public arena. This development requires input from the social sciences and invites researchers to contribute to a debate with wide policy and societal ramifications. Despite its popularity, national identity as a concept has not been approached from a social science perspective so far. Rather, scholars and politicians used it as a means to mobilise masses and rally support for political projects of different nature, leading to populist and nationalist politics. Macedonia's foreign policy is structured by a specific view of national identity, which has serious consequences for the country's political and economic development. The current dominant view of Macedonian national identity also affects domestic policy towards minorities, thus problematising the country's security and democracy. Therefore, looking into how the boundaries and identity markers of Macedonian national identity were forged vis-à-vis the internal (minorities) and external (neighbours) 'Other' will allow us a rare insight into the laboratory where knowledge, discourse and political power intertwine. The project resulted with a study of the dynamics of construction and re-construction of Macedonian national identity in the last two decades, with an emphasis on the name-dispute with Greece and interethnic relations with Albanian minority.



Furthermore as a part of the project Analytica organized a workshop on the topic “Between the internal and external 'Other': Macedonian national identity”, in Blagoevgrad Bulgaria. More details about the workshop will be presented under the topic ‘organized events’.

The final product of this project was the SEAC Advocacy Paper. Other documents published during the duration of the project were the SEAC Executive Summary and the Case Study about the Gas Sector in Macedonia.

Changing the habits – how to get to an energy efficient municipality



The Government of the Republic of Macedonia adopted a decision on the 7th of December 2010 for distributing funds from the budget for projects and activities of the civil society organisations. Analytica was one of the organisations which project was approved. The name of the project is: *Changing the habits – how to get to an energy efficient municipality*. The general objective was to contribute to the strengthening of the capacities of the municipalities in the decision-making and policy-making process, more specifically in the creation of policies in the energy sector.

This objective goes in line with the objectives of Analytica for the development of democracy and the economic progress of the country. This project was implemented from February 2011 until September 2011. The main outcome of the project was the Handbook published in Macedonian and Albanian intended for the municipalities as well as the Promotion Event which took place in September 2011. The next steps following this project include trainings of civil servants in municipalities who work on these issues and establishing even closer cooperation between the civil sector and the municipal authorities.

School Green Action for Better Future

Analytica Think Tank together with its partner Nansen Dialogue Center Skopje was awarded this project by the Regional Environment Center for Central and Eastern Europe (REC) with support of the Austrian Development Cooperation (ADC), the Ministry of Environment and Spatial Planning and the Ministry of Education and Science of the Republic of Macedonia. This project has the overall aim of contributing to education for sustainable development and is being implemented in two primary schools – “Rajko Zinzifov” – Skopje and “Shemshovo”- Tetovo. The goal is to contribute to awareness raising among the pupils of I-V grade and to support acquiring eco-friendly habits from youngest age. The project activities include practical and field lectures about the environment as well as topics and activities from the Green Pack Junior, which is a specially designed tool for education on environmental issues for pupils of I-V grade. The project started in November 2011 will continue till May 2012.

Organised Events

Workshop in Blagoevgrad



Analytica organised a workshop on the 9th of April in Blagoevgrad Bulgaria on the topic: "Between the internal and external 'Other': Macedonian national identity", supported by the Regional Research Promotion Program (RRPP), by University of Fribourg and Swiss Development and Cooperation Agency. Cvete Koneska and Veli Kreci together with domestic and foreign experts and professors discussed the draft report that Cvete presented at the beginning of the workshop. This report is the final output of the project under the same name funded by the three Swiss institutions that started in 2010 and finished in June 2011.

Workshop – Entrepreneurship for Change



Analytica hosted SEED from Switzerland which organizes their workshop the week from the 11th until the 15th of April in Skopje Macedonia called: Entrepreneurship for change. The workshop focused on: what is an enterprise idea, team and market research, marketing and organization, financial planning and on the last day presentations of the participants' business plans. The goal of the workshop and the whole project was to help Macedonia's young people to start

new businesses as a way for social development.

Conference – The State of Social Science Research in Macedonia



The conference was organized by Forum and Analytica and funded by the Swiss Agency for Development and Cooperation as part of the Regional Research Promotion Programme Western Balkans. It was held in Skopje on the 14th of April 2011. The idea behind this conference was to get together the research community (faculties, think tanks, other CSOs and post-grad students) and discuss the place that social sciences research has in Macedonian society in this day and age.

The idea was to target not only the current researches but also those ones that will come tomorrow, who need to get to know the perils that this branch faces daily as well as the benefits the society can reap from its usefulness and impact.

The final product of the conference was the Conference Proceedings where the speeches of the panelists are included and written in three languages: Macedonian, Albanian and English. More about this conference:

http://www.analyticamk.org/index.php?option=com_content&view=article&id=245:the-state-of-the-social-science-research-in-macedonia-conference-held-on-the-14th-of-april-2011&catid=49:public-policy-analysis-and-administration&Itemid=167

8th Mapping and Monitoring SSR in the Western Balkans Workshop – Ohrid



From 19 until 22 of June in Ohrid- Macedonia, Analytica organized and hosted the 8th regional workshop as part of the "Mapping and Monitoring Security Sector Reform of the Western Balkans" project. The three years long project aims to enhance the capacity and knowledge of the civil society in overseeing national security processes through the development of national Security Sector Reform mapping indicators in the Western Balkans. Analytica's Security Research

Fellows. Cvete Koneska, Andreja Bogdanovski and Elena Jakimovska (Research Intern) were present at the workshop. The main objectives of this workshop included a review on the preliminary draft of the Almanac country chapters, peer review on the draft research papers as well as modalities of follow-up to the project. Participants from all six partner think tank organizations together with the representatives from the Geneva based Democratic Control of Armed Forces (DCAF) actively participated in the workshop.

Promotion of the Handbook – Changing the habits – How to Get an Energy Efficient Municipality



On the 29th of September 2011, at the EU InfoCentre in Skopje Analytica's members Sonja Zuber and Ana Stojilovska together with the external expert Igor Pancevski promoted the Handbook, the final product of the project **Changing the habits – how to get to an energy efficient municipality** funded by the Unit for Cooperation with the Civil Sector in the General Secretariat by The Government of the Republic of Macedonia. The three part presentation consisted of several

topics, from how the handbook was created and what was the idea behind it through practical tips about energy efficiency for the municipalities to what all the possibilities for cooperation and funding for energy efficiency projects on municipal level are. At the event present were civil servants from the municipalities, civil society organization and private sector representatives, employees in the Unit for cooperation with the non-government sector, academia representatives and professionals working in the energy domain. The conclusion of the project and on this promotion was that Macedonia has vast possibilities for being energy efficient and that municipalities are yet to seize the opportunity to implement that on their respective territories. The handbook is just the beginning in the creation of documents and products that will enhance and improve the energy efficiency on municipal level. The next steps include trainings of civil servants in municipalities who work on these issues and establishing even closer cooperation between the civil sector and the municipal authorities.

Conference – Regional Security Dynamics in the Western Balkans



As mentioned in the part about Analytica's projects, this conference was part of the fruitful cooperation between Analytica and the Konrad Adenauer Foundation in Skopje. This regional conference brought together representatives from the state institutions, civil society organizations, practitioners, experts and academics from Macedonia, Serbia, Albania, Kosovo and Montenegro as well as professionals working with NATO and the EU in security issues. The participants had the chance:

- To address the security developments in the Western Balkans in the light of the region's close interactions with the EU and NATO and in particular to establish a ground for sharing best practices and lessons learned from the 20 years of reforms in the security sector;
- To illuminate the trends in the security and defense policies of both the EU and NATO and the possible implications they will cause on the ground;
- To reflect on Macedonia's contribution to Peace Support Operations worldwide and outline the possibilities for future engagements.

More about this conference can be found on:

http://analyticamk.org/index.php?option=com_content&view=article&id=273:regional-security-dynamics-in-the-western-balkans-conference&catid=51:foreign-and-security-policy&Itemid=167

For photos of the conference please click here:

<http://www.flickr.com/photos/analyticamk/sets/72157628211282269/>

Professional development

NUPI Fellowship – Andreja Bogdanovski

From 3- 15 April, Andreja Bogdanovski (Foreign and Security Research Fellow) took part in a fellowship program at the Norwegian Institute of International Affairs (NUPI). The visit was part of a new project that Analytica works on together with NUPI and 6 other think tanks from the Western Balkans. The main purpose of the visit was to establish research and methodology focus that should address the research question "To what extent the Western Balkans can be considered to be a security community". The research will take professions as a point of departure and employ practice theory through which the project will examine the we-ness element, drivers behind regional cooperation, socialization among professions' representatives etc. The end of the project should result with a book.

During the stay, the representatives of the think tanks involved in the project visited the Norwegian Ministry of Foreign Affairs and the Ministry of Defence exchanged information about the current developments in the region and the experience with the security consortium work so far. On a special occasion the Ambassador of the Republic of Serbia hosted an informal reception at the Serbian Embassy in Oslo together with his colleagues from the Western Balkans.

You can find more information about the project at: [Security Transitions in the Western Balkans - From Conflict Zone to Security Community?](#)

EFB/TTF Fellowship – Ana Stojilovska

Research Fellow Ana Stojilovska was granted the Fellowship Programme for Policy Researchers from the Western Balkans Region, a joint undertaking of the European Fund for the Balkans (EFB) and the Think Tank Fund (TTF) of the Open Society Institute based in Budapest. The aim of the fellowship is capacity building and professional development for policy researchers by enabling them a visit in a prominent think tank in the EU. Ana Stojilovska will spend one month in 2012 at the Association for International Affairs in the Czech Republic and will conduct research in the field of energy.

Team members' activities

- 1 February - Seminar "Bio fuel technology, equipment and usage", Skopje, Macedonia;
- 5-6 February – TACSO Training on Advocacy 2nd part - Kocani Gradce, Macedonia;
- 17-20 February – RRPP Regional Workshop on Academic Writing in Skopje, Macedonia;
- 20-23 February – First workshop Budva, Montenegro - Security Transitions in the Western Balkans -From Conflict Zone to Security Community?;
- 22 March – Presentation of Context Analysis of the Security Sector Reform in Macedonia 1991 – 2008, Sarajevo, Bosnia and Herzegovina;
- 3-15 April – Research on Security Communities – Oslo, Norway;
- 19-20 April – Workshop in Belgrade, Serbia in the framework of the SEA Change Network;
- 18 May – Low-Cost Solar Cells Workshop, Skopje, Macedonia;
- 26 May – Presenting the part of the findings from the three years long "Mapping and Monitoring Security Sector Reform, Brussels, Belgium;
- 28 May – Conference - State of the Turks in Macedonia according to the Ohrid Framework Agreement, Skopje, Macedonia,
- 21-23 June – Strengthening the analytical capacities for the watch dog role of CSOs – TACSO Seminar, Ohrid, Macedonia;
- 14-18 September – BALKAN COMMUNICATION NETWORK ANNUAL CONFERENCE "Energy, Security and Human Development", Ohrid, Macedonia;
- 23 September – Conference - The influence of the EU on the creation of the Ohrid Framework Agreement, Skopje, Macedonia;
- 24 September – Beyond Frozen Conflicts in South East Europe: the Belgrade-Pristina/Pristina-Belgrade Dialogue and its Regional Implications, Prishtina, Kosovo;

17-18 October – Conference - Energy. Development. Democracy. Shaping a New Energy Future for South-East Europe, Belgrade, Serbia;

18 October – Conference: Actions, Examples and Good Practices for Investing in RES, TEHNOMA Fair, Skopje, Macedonia;

24-25 October – 9th Mapping Workshop in Tirana, Tirana, Albania;

27-28 October – 2nd workshop in Tirana on Security Communities, Tirana, Albania;

14-15 November - Training “Strengthening the capacities of the civil society by capacity building – promotion of local development by greater utilization of EU funds”, Skopje, Macedonia; 2 December – Conference - Strengthening Intelligence Oversight in the Western Balkans, The Hague, Netherlands;

6-7 December – People2People single-beneficiary event: Functional system(s) for involving civil society in the policy development and decision making process, Skopje, Macedonia;

12-13 December – Conference - Strategies for Regional Energy Security – Energy Policies in Times of Climate Change, Bitola, Macedonia;

19 December – Workshop - Political Dialogue between the Young Politicians, Skopje, Macedonia.

Media

In 2011 Analytica was working on improving the visibility of its work. Therefore it contributed with interviews for the media and promotion of its activities at events.

Analytica's SEAC Advocacy Paper on the Energy Agency of Republic of Macedonia web page



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Balance of Expenditures and Revenues for the period 01.01. - 31.12.2011

Number	DESCRIPTION	In mkd denar amount
I EXPENDITURES		
1	Spent Materials	393,215.00
2	Electricity	33,523.50
3	Water	5,999.50
4	Heating	33,670.00
5	Phone	54,585.00
6	Rent	186,000.00
7	Other services	1,876,256.50
8	Expenses for employment	1,431,762.00
9	Personal income taxes	15,082.00
10	Bank services and commission	17,594.50
11	Accountant services	28,320.00
12	Salaries	435,567.00
13	Exchange differences	8,181.00
TOTAL EXPENSES		4,519,756.00

II REVENUES		
14	Donations	4,021,523.50
15	Interest	863.00
TOTAL INCOME		4,022,386.50

16	Balance of Revenues and Expenditures for 2011 (income - expenses)	- 497,369.50
17	Transfer of suficit from previous years (year 2010)	1,808,374.50
18	Surplus of revenues for the next year 2012	1,311,005.00

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